

# A High Performance Team

---

## Characteristics

- A shared mission
- Autonomy and authority
- Interdependence and shared leadership
- Broadly defined jobs
- Meaningful participation in decisions
- Higher performance

# A High Performance Team

---

## **Definition:**

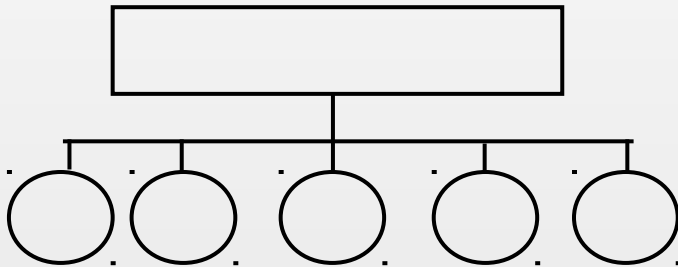
A self-managing,  
multifunctional group of people  
organized around a whole  
process and empowered with  
full authority for their success.

# From Workgroups to Teams

---

## Traditional Work Groups

Coordinate from above with constant supervision

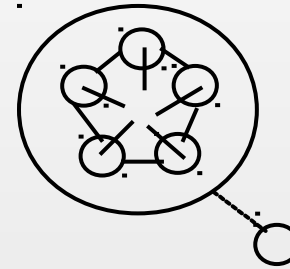


- Organized around functions
- Employees do specialized tasks
- Supervisory management
- Rule-governed
- Decisions referred up organization
- People viewed as tools of management

## High Performance

### Teams

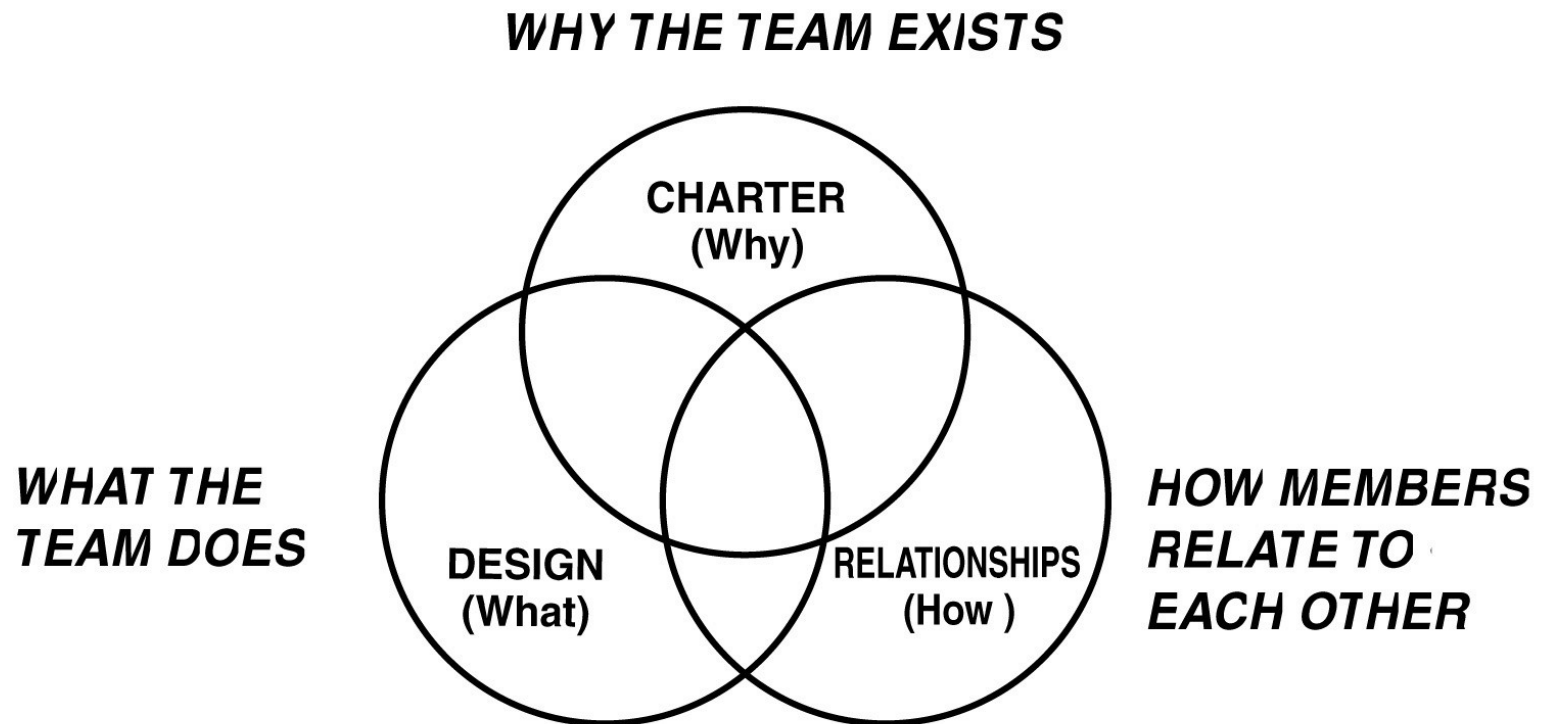
Enable group to become self-governing with facilitative guidance



- Organized around core processes
- Employees possess multiple skills
- Shared leadership
- Principle-governed
- Decisions made at point of action
- People viewed as partners

# The Team Model

---



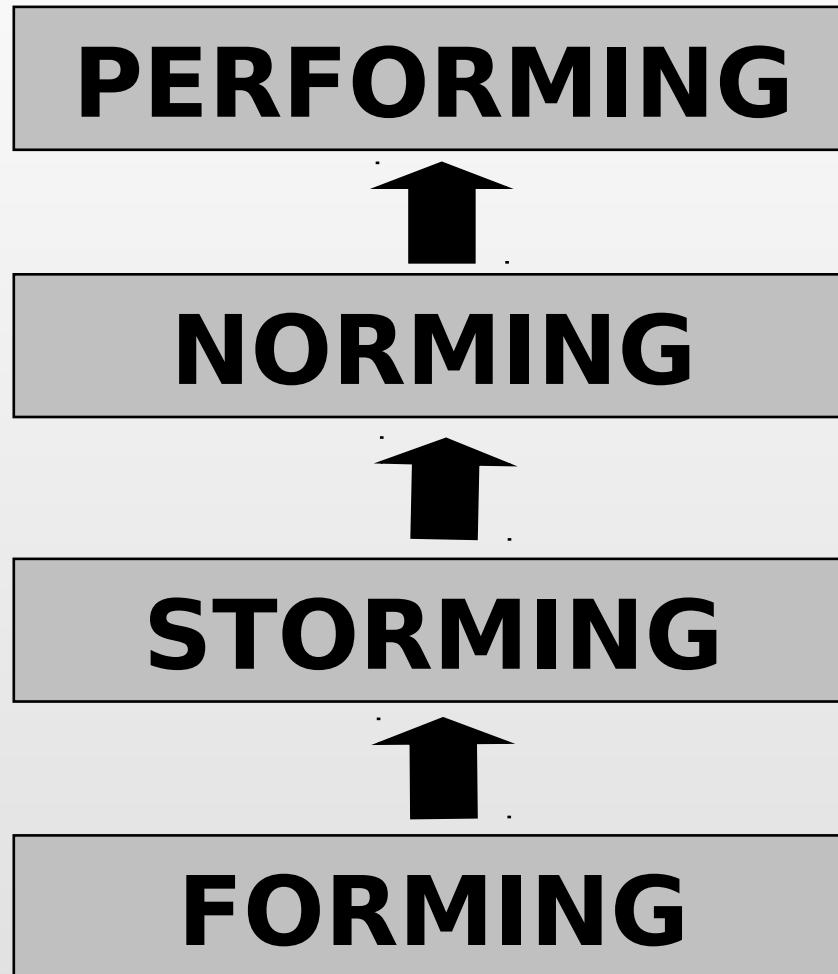
# Four Types of Teams

---



# Four Stages of Team Development

---



# Forming

---

## Themes:

- Getting acquainted
- Cliques form
- Group identity low
- Stereotyping takes place
- Some excitement and pride about being a member
- Suspicion and fear about the job ahead
- Attempts to define the task and how it will be accomplished
- Abstract discussions of concepts and issues; for some impatience with these discussions
- Discussion of problems or complaints about organization
- Sizing up people and the roles they play

# Storming

---

## Themes:

- Internal competition for influence
- Conflict, voting, and compromise
- Win/lose interactions
- Hidden agendas
- Resistance to the task
- Fluctuations in attitude about their likelihood of success
- Questioning the wisdom of the team or their project
- Unrealistic goals
- Perception of lack of progress



# Norming

---

## Themes:

- Active listening
- Group identity high (Group Think)
- Shared leadership
- Open-mindedness
- Constructive expressions of conflict
- Relief that things are working out
- Acceptance of membership on the team
- More friendliness and sharing of personal problems
- Discussion of the team's dynamics
- Maintaining ground rules

# Performing

---

## Themes:

- High performance levels
- High creativity
- High spirits/morale
- Constructive handling of conflict
- Decision making by consensus
- Understanding and ability to use multiple problem solving methods
- Insight into group and individual dynamics
- Self responsibility
- Cohesion and synergy